

SECRET

TAB C

FACTORS IN DETERMINING DURATION OF IMMEDIATE SUBSEQUENT TOURS

1. In brief, the principal considerations involved in determining the length of immediately subsequent overseas tours are operational needs, cover requirements, the degree of hardship attendant to such tours and the acceptability of such tours to the Agency and the individual concerned.

2. In assessing these factors, it appears that the length of subsequent tours of duty must conform to cover requirements and ordinarily should be consistent with the usual practices of the appropriate cover organization. A minimum period of one year seems to be a prerequisite to a policy governing subsequent tours of duty since lesser periods would not be economically sound. When operational reasons require short-term assignments overseas, they should be handled on a TDY basis.

3. To the extent that the above considerations permit administrative flexibility in prescribing the period of immediately subsequent tours, primary consideration should be given to operating needs, the willingness of an employee to accept the subsequent tour, and the degree of hardship involved. Since shorter subsequent tours should be acceptable both to the individual concerned and the Agency, it would not be in the Agency's interest for a shorter subsequent tour to be prescribed on the basis of the employee's desires alone. On the other hand, operational needs would not seem to warrant a shorter subsequent tour for an employee if an adequate replacement can be arranged for the employee or if the overseas employee is willing to accept an immediately subsequent assignment which provides for the standard period of overseas service for the area or activity involved. A shorter tour could be provided as an inducement to an employee to remain overseas when the operational needs of the Agency require his retention or when his continued services are needed at a post of duty which would impose a definite hardship upon him. In this regard, the immediacy and location of a subsequent tour are factors for determining the degree of hardship involved. The immediate return of employees to the same overseas post might involve personal sacrifice and inconvenience, particularly if the post is unhealthful or hazardous. However, the degree of hardship would be materially decreased if the employee were given an intervening tour of duty at headquarters before his reassignment. Similarly, the transfer of an employee from one overseas post to another post in a different area would often cause little hardship unless the transfer was to a hardship or hazardous post.